AFTERNOON PRESENTATIONS
Food Service Contracts
-USG Business Procedures Manual Update

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USG Strategic Sourcing Director
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or phone 404-962-3204
**Background:** As a result of the system’s experience with the pooled dining RFP (Dec 2015) and the results of the KSU special auxiliary review (May 2016), the system initiated a review of 9 *institutional dining contracts* with the goal of assessing whether the current practices related to dining contracts were sufficiently designed to ensure:

- Affordability for students
- Fiscal sustainability of Dining Auxiliaries
- State law and accounting compliance
- Compliance with IRS rules related to tax-exempt bonds
Contract review results found several Institutions were using meal plans to subsidize:

- Grants
- Scholarships
- Complimentary Meals
- Catering Allowances

*We also found that allowances for capital improvements funded by dining charges needed greater oversight.*
Guidelines: The new business procedures require that dining and catering service must be structured with **student affordability and operational efficiency** as essential criteria for successful suppliers and to enable a self-sustaining dining auxiliary.

Other requirements include:
• Elimination of required funding for grants, scholarships, and complimentary meals.
• Limits on catering allowances.
• Improved oversight of capital improvements paid for with dining revenue.
• System involvement in procurement of dining and catering services.
• Inclusion of performance measures for vendor compensation.
• Enhanced compliance with tax-exempt bond rules applicable to dining facilities (Qualified Management Agreements).
• Requirement to receive fixed cost proposals to enhance transparency.
• Limits on institutional commissions.
Business Procedures Manual
Located at:
http://www.usg.edu/business_procedures_manual/

(Chapter 3.4.2 Dining & Catering Contracts)
Dining & Catering Contracts

• New Procedure effective July 1, 2017

• Institutions must be in compliance by July 1, 2019

*Institutions with contracts that are not fully compliant with these procedures must obtain any required amendments to their existing contracts or conduct a new procurement for services beginning no later than July 1, 2019.
Financial Model
Supplier’s Cost Proposals

• Must be a fixed cost basis (Per meal or plan) or fee based.
• Institutions may reasonably add to the supplier’s fixed costs to cover overhead.
• If commissions are to be paid by the supplier, the rate must be based on all gross sales, including retail and catering sales, and may be variable based on sales volume.
Affordability and Efficiency

- Dining and catering services must be structured with student affordability and operational efficiency.

- Institutions must be able to demonstrate that overhead costs, including the administration of dining dollars, are reasonable and comparable to peer institutions.
Self-Liquidating

Dining and catering contracts should be structured to enable a self-liquidating dining auxiliary, reserve balances sufficient to meet reserve requirements for lease financings and unique institutional needs as outlined in the 5 year dining auxiliary business plan, and to fulfill any lease payment obligations reliant upon dining revenues.
Performance Management

- Supplier compensation must include a performance component and should be measured using campus designed performance measures or indicators that reflect customer satisfaction.

- Suggest adding Key Performance Indicators (KPI’s) as a scored question within the RFP.
Qualified Management Agreements

• All RFPs must require that vendors certify their proposal is a Qualified Management Agreement in accordance with IRS Rev Proc. 2017-13.

• Sample RFP Language: “the service provider agree that it is not entitled to and will not take any tax position that is inconsistent with being a service provider with respect to the managed property in accordance with IRS Rev Proc 2017-13.”

• Meal Plans and Retail Operation are on a unit cost basis. (Sample cost worksheet available for RFPs)

*Opinion of bond counsel must be obtained prior to execution of the contract.
Pricing

- No Guarantees or Minimums
- Non-student pricing (faculty, staff) must be equal to or more than Student pricing
- Mandatory Meal Plans for Residents will receive more scrutiny during rate setting process
- No mandatory commuter meal plans allows
- Dining Dollars permitted but must be fairly priced and balances refunded when student separates
Catering Services

- Research and comprehensive institutions: $85,000
- State universities: $70,000
- State colleges: $55,000

*Contracts shall allow for unused balances to rollover to subsequent years.

(Managed under the direction of the Institution’s CBO)
Capital Improvements

• Request for Proposals for Dining and Catering Services that include a total capital allowance in excess of the institution’s delegated project authorization level must undergo facilities integrated review prior to initiation of project.

• This requirement applies to the total capital allowance regardless of the size of the individual projects.
Capital Reserves

• Institutions must fully reserve any amount of capital allowance utilized if the contract requires the repayment of unamortized balances in the event of non-renewal.
• These reserve balances are in addition to any amounts held in a repair and replacement reserve.
• Institutions must reflect these reserves in account 329200 Reserve for Deferred Gift Revenue from Auxiliary Vendor (Unrestricted).
Notification

• Institutions must provide notice of intent to proceed with a dining and catering services Request for Proposal to the BOR Strategic Sourcing Director at least 90 days prior to submission to the Department of Administrative Services.

Variances

• Any variances from these procedures must be pre-approved by the USG Chief Fiscal Officer.
USG Enabling Contract
7 institutions for FY 2018

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Vice President of Business Development
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devon.hilton@elior-na.com
Other USG Updates:

- SAO Disbursement and Purchasing Policy Update (Purchases $2,500.00 & above).
- USG Comprehensive Administrative Review RFP - Awarded to Huron Consulting Group
- PeopleSoft Contracts (Coming Soon).
- Amazon Marketplace Punch-out/ Book Selling Terms & Conditions Update.
- Food Service and Housing Template due to BOR by October 15, 2017
Questions?
Thank You!
2017 Benchmarking Study for the Auxiliary Services Council of Georgia

Janine Vienna, Ph.D.
Director-Unit Plan and Assessment
Campus Services, Georgia Institute of Technology
Noel Moreno and Don Bronson
Information Technology Group
## Participating Institutions-Historical

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</table>

**Total**                                        | 10   | 10   | 17   | 19   | 17   | 14   | 16   | 13   |

* Merged 2012
** Consolidated 2013
For Today

- New for 2017
- Data Observations
- Data Visualization
- Accessing the Data
- Process Improvements
New for 2017

- Parking
  - Number of revenue spaces
  - Permits sold
  - Permit prices*
  - Revenue and expenses
- Comparison with select institutions
  - Header tab “COMPARE”
  - Available for bookstore, dining, vending, c-stores
  - Your school plus one to four “peers”
  - Average line graph = peers only

*PowerPoint only
Data Observations

- Generalizations
- Results influenced by
  - Number of institutions participating
  - In what year(s) the institutions participated
  - Completeness of data submitted by the institution
- Historical data not available for all years, for all institutions
  - Participating institution list changes in data viz
BOOKSTORES
Operators

Self-Operated

6

Follett

4

BARNES & NOBLE

3
Revenue (2014*-2017)

Digital Course Materials
Accessories and Apparel
Computer Hardware
Non-Course Materials

Course Materials
New Textbooks
Custom Course Materials
Graduation

* 2014 data collection change
Course Vs. Non-Course Revenue

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
<td>2011</td>
<td>62%</td>
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<td>2012</td>
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<td>2015</td>
<td>57%</td>
<td>43%</td>
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<td>2016</td>
<td>58%</td>
<td>42%</td>
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<tr>
<td>2017</td>
<td>54%</td>
<td>46%</td>
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</table>
Primary Competition

- Online retailers
  - Amazon
  - Chegg
  - ValoreBooks
  - Ebay (redirect from Half.com)
  - Publishers
DINING
Operators

- SODEXO: 5
- SELF-OPERATED: 4
- ARAMARK: 2
- THOMPSON: 1
- BON-APPETIT: 1
Revenue (2014*-2017)

Voluntary Plans
Franchises and Restaurants
Revenue per Student

Mandatory Plans
Declining Balance Only Plans

*2014 data collection change
## 2017 Meal Plan Costs per Meal
### Traditional - Top 10 Most Expensive

<table>
<thead>
<tr>
<th>Institution</th>
<th>Plan Name</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Savannah State</td>
<td>Reduced Meal Plan</td>
<td>$9.06</td>
</tr>
<tr>
<td>Clayton State</td>
<td>Silver</td>
<td>$8.91</td>
</tr>
<tr>
<td>Georgia College &amp; State University</td>
<td>100 Block</td>
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<td>150 Block</td>
<td>$8.83</td>
</tr>
<tr>
<td>Georgia College &amp; State University</td>
<td>12 Meals/Wk</td>
<td>$8.43</td>
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<tr>
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<td>14 Meals/Wk</td>
<td>$8.12</td>
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<td>Savannah State</td>
<td>10 Meals/Wk Plus DD</td>
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<td>Budget</td>
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<tr>
<td>University of West Georgia</td>
<td>Pup</td>
<td>$7.77</td>
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<tr>
<td>Emory University</td>
<td>A</td>
<td>$7.61</td>
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\[
\text{Cost} = \frac{\text{Gross Plan Price} - \text{Declining Balance Included}}{\text{Meals per Week} \times \text{Weeks in Semester}}
\]
# 2017 Meal Plan Costs per Meal

**Block-Top 10 Most Expensive**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Plan Name</th>
<th>Cost</th>
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<td>Emory University</td>
<td>B</td>
<td>$12.78</td>
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<td>Emory University</td>
<td>C</td>
<td>$11.71</td>
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<tr>
<td>Georgia Tech</td>
<td>Greek 100</td>
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<tr>
<td>Georgia Tech</td>
<td>Meal Pass 75</td>
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<td>Georgia Tech</td>
<td>Meal Pass 125</td>
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<td>Kennesaw State</td>
<td>Block 20+300DD</td>
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<td>Block 25</td>
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<td>University of Georgia</td>
<td>Commuter 65 plus 300</td>
<td>$  9.20</td>
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<tr>
<td>University of Georgia</td>
<td>Commuter 80 plus 255</td>
<td>$  9.20</td>
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<tr>
<td>University of Georgia</td>
<td>Commuter 80 plus 665</td>
<td>$  9.20</td>
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</table>

\[(\text{Gross Plan Price} - \text{Declining Balance Included}) / \text{Meals per Semester}\]
# of Franchises
Revenue by Franchise

Chick-fil-A

Starbucks Coffee

Einstein Bros Bagels

Subway

All Years
C-STORES
Revenue by School Trends (2011-2017*)

<table>
<thead>
<tr>
<th>Institution</th>
<th>2017 Total C-Store Sales</th>
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<tbody>
<tr>
<td>Columbus State</td>
<td>$6,169,403</td>
</tr>
<tr>
<td>Emory University</td>
<td></td>
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<tr>
<td>Georgia College and State University</td>
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<tr>
<td>Georgia Southern</td>
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<td>Georgia Tech</td>
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<td>Kennesaw State</td>
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<td>University of Georgia</td>
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<td>University of West Georgia</td>
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<tr>
<td>Valdosta State</td>
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</tbody>
</table>

*For institutions with 2017 data
Revenue by Sales/Student Trends (2011-2017*)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Graph</th>
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<tbody>
<tr>
<td>Columbus State</td>
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<td>Emory University</td>
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<tr>
<td>Georgia College and State University</td>
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*For institutions with 2017 data*
Best Sellers
VENDING
## Percent of Revenue by Vend Category

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<th>Year</th>
<th>Beverages</th>
<th>Snacks</th>
<th>Other</th>
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<td>2011</td>
<td>76%</td>
<td>24%</td>
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<tr>
<td>2012</td>
<td>57%</td>
<td>41%</td>
<td>2%</td>
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<tr>
<td>2013</td>
<td>54%</td>
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<td>2014</td>
<td>56%</td>
<td>41%</td>
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<td>43%</td>
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<td>51%</td>
<td>43%</td>
<td>6%</td>
</tr>
<tr>
<td>2017</td>
<td>50%</td>
<td>40%</td>
<td>11%</td>
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### Notes
- Beverages: 76% in 2011, 50% in 2017.
- Other: 0% in 2011, 11% in 2017.
Revenue by School Trends (2011-2017*)

<table>
<thead>
<tr>
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<td>Georgia College and State University</td>
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<td>Georgia Tech</td>
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<td>Kennesaw State</td>
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<td>Middle Georgia</td>
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<tr>
<td>Savannah State</td>
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<td>University of Georgia</td>
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<td>University of West Georgia</td>
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<tr>
<td>Valdosta State</td>
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</tbody>
</table>

*For institutions with 2017 data
# of Machines by Vend Type

- **BEVERAGES**: 978
- **SNACKS**: 611
- **OTHER**: 371
Spaces/Permit Pricing

- 87,284 Revenue generating spaces
- Automobile Annual Permits

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<th>Students</th>
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<th>Staff</th>
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<td>$ 795</td>
<td>$ 795</td>
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<td>$ 100</td>
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<td>$ 50</td>
<td>$ 75</td>
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<td>$ 0</td>
<td>$ 0</td>
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<td>$ 0</td>
<td>$ 300</td>
<td>$ 300</td>
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UGA-Lot Color
Red     = $480
Blue    = $360
Yellow  = $240
Permits Sold

- Students: 75%
- Staff: 11%
- Faculty: 9%
- Contractors/Vendors: 4%
- Retirees: 1%
- Others: 1%

2017
Permits Sold

Spaces: 87284
Sold: 117605

2017
Expense Categories

- Debt Service: 43%
- Personnel: 29%
- Office Supplies & Equipment: 10%
- Institution Overhead: 5%
- Repairs and Maintenance: 4%
- Other: 3%
- Utilities: 2%
- Contracted Services: 2%
- Software/Database: 1%
- Insurance: 1%
- Telecommunications: 1%
DATA VISUALIZATION
Select up to four comparison institutions

Query on selected categories
Accessing the Data

- Available at:
  - http://ascog.campusservices.gatech.edu
- Click on View 2017 Survey Results
- No time limitations
Process Improvements

- Simplify the data fields and navigation process
- Include a spreadsheet with initial participation request
- Retain parking data?
  - If yes, add option to report revenue by lot or color (v. purchaser type)
- Limit population to exclude online-only students for some per capita data?
- Special topics for 2018?
- Submit additional data/edits to Janine
- Send suggestions to Janine (janine.vienna@gatech.edu)
A Tale of Two Cities

It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness . . .
It was the best of times . . .
GC was a Coke exclusive campus all was well

It was the worst of times . . .
GC was required to put out an RFP for beverages

It was the age of wisdom. . .
RFP was so cleverly developed to ensure exclusiveness

It was the age of foolishness. . .
Incumbent vendor misjudged the fortitude of its competitor
Non-Exclusive Pouring Rights
Equity vs. Parity

Equity:
- Same number of machines or fountains
- Split sideline support

Parity:
- Sales Opportunities
- Compete for exclusive sideline support
Pros vs. Cons

Pros
- More Choice
- Competitive Market

Cons
- Double Accounting
- Maintaining Balance
What did we learn?
SELLING MORE IN COLLEGE BOOKSTORES

LEAH ANTONIAZZI
STORE DIRECTOR - BARNES & NOBLE @ GT
- Satellite location in Student Center
- Responsible for football, basketball and baseball merchandise concessions
- Licensed Starbucks location
- Apple Authorized Computer Store and Service Center
- 10.7 million dollar operation
- 50,000 sq ft retail space

Authorized Campus Store

@ Georgia Tech

Barnes & Noble
@ Georgia Tech
College Insights 770 Report

LISTEN
LEARN
ACT

BARNES & NOBLE
@ Georgia Tech
DRIVING REVENUE

What does that mean to you?

An unwavering commitment to understanding our customers.

Rising above the transaction to be a complete support system.
IN WHAT WAYS HAVE YOU USED THE CAMPUS BOOKSTORE IN THE PAST 6 MONTHS?

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visited the bookstore in person</td>
<td>92%</td>
</tr>
<tr>
<td>Visted the bookstore website</td>
<td>71%</td>
</tr>
<tr>
<td>Visited the bookstore on social media</td>
<td>7%</td>
</tr>
<tr>
<td>Emailed the bookstore</td>
<td>7%</td>
</tr>
<tr>
<td>Called the bookstore</td>
<td>21%</td>
</tr>
<tr>
<td>Used the bookstore app</td>
<td>11%</td>
</tr>
<tr>
<td>None of these</td>
<td>11%</td>
</tr>
</tbody>
</table>
CAMPUS SERVICES FASET EXPO

VIP NIGHT

DESTRESS FEST

BARNES & NOBLE @ Georgia Tech
This semester did you have all of your course materials/textbooks on your first day of class?

- Yes
- No
## IGNITING THE NEW STUDENT & PARENT CONNECTION

### NEW STUDENT CONNECTION PARTICIPATION LEVELS

<table>
<thead>
<tr>
<th>FY 18</th>
<th>FY17 (FULL YEAR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUTO ENROLL</td>
<td>6244</td>
</tr>
<tr>
<td>AUTO ENROLL</td>
<td>6045</td>
</tr>
<tr>
<td>OPEN RATE</td>
<td>204.31%</td>
</tr>
<tr>
<td>CLICK RATE</td>
<td>9.68%</td>
</tr>
<tr>
<td>UNSUBSCRIBE RATE</td>
<td>0.18%</td>
</tr>
<tr>
<td>REVENUE</td>
<td>$154,436.39</td>
</tr>
</tbody>
</table>
*Price Match YTD is 231 units.
*Average discount: $17
*Total dollars discounted: $3,919
*Discount percent average: 16%
- Increased marketing around Bursar billing to include website banners, hero shots and in-store signage.
- Fall Bursar Billing: $271,271 increase of $67,209
- Spring Bursar Billing: $95,444 increase of $27,184
- Student Savings FY17 $470,436 14.8%
- Textbooks sales increased in by 24% for total of $516,424
GENERAL MERCHANDISE

• Sales increased $585,498 for FY17 (GT Fiscal year).

• Increased marketing of promotions including: Faculty and Staff Appreciation events, in-store sales and email promotions.

• Largest increases seen in: School spirit clothing (14%), non-emblematic (56%), cafe (7%), computer hardware (8%), Dorm and backpacks (7%).

• Online Sales are $291,710 FY17 vs. $200,399 FY16; increase of 46%
### Apparel/School-Spirit Clothing

- **Have Purchased**: 39%
- **Browsed No Purchase**: 23%
- **Not Browsed or Purchased**: 38%

#### Why haven’t you purchased apparel at the bookstore?
- **38%** type of purchase isn’t in my budget
- **27%** haven’t needed apparel

### School Supplies

- **Have Purchased**: 56%
- **Browsed No Purchase**: 22%
- **Not Browsed or Purchased**: 22%

#### Why haven’t you purchased school supplies at the bookstore?
- **47%** Already purchased school supplies
- **27%** I prefer shopping at a different store

### Convenience Items

- **Have Purchased**: 63%
- **Browsed No Purchase**: 51%
- **Not Browsed or Purchased**: 52%

#### Why haven’t you purchased convenience at the bookstore?
- **52%** Wasn’t hungry/didn’t need anything
- **22%** Not a product I purchase
Margin Building Product & Upselling

Value Notebooks
1st week of class sales
528 units $1573 (1 subject)
355 units $1767 (3 subject)
Margin – 59.9%

Hats
Legacy EZA – Wordmark GT
Navy #1
1001 units $22,001
52% margin
White #2 – Wordmark GT
580 units $12,748
Margin – 53%

Mugs
MCM ColorMax
$12.98
RFSJ Matte Diner
$14.98
829 Units $12,418
Margin 58%

Cat Studio - GT and States
Pillow – 11 units $1738
Dish Towel – 51 units $1020
Glass – sold 129 $2096
State glasses 277 units $4085
State dish towels 144 units $2880
TOTAL SALES = 712 UNITS/ $13,445
Promotions and Customization - A KEY to our success
Questions
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Caspio™

VitalSource™

Sodexo

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